

## BUSINESS PROSPECT EVALUATION FORM

Use the chart below to evaluate the strengths and weaknesses of the potential business recruit.  
Rank the business services as "1" - performs excellent in this category, "2" average performance,  
"3" - performs poorly or doesn't provide this service.

Name of Business \_\_\_\_\_

Address \_\_\_\_\_

Contact Person \_\_\_\_\_

Title \_\_\_\_\_

Telephone \_\_\_\_\_

	Excellent	OK	Poor
Selection of goods	_____	_____	_____
Price	_____	_____	_____
Quality of goods	_____	_____	_____
Offers repair/service	_____	_____	_____
Reputation	_____	_____	_____
Quality of service	_____	_____	_____
Trained staff	_____	_____	_____
Location	_____	_____	_____
Easy to get to/find	_____	_____	_____
Exterior appearance	_____	_____	_____
Interior appearance	_____	_____	_____
Stability of business	_____	_____	_____
Advertising	_____	_____	_____

TOTAL SCORE:

date \_\_\_\_\_ evaluated by \_\_\_\_\_

## **SECTION 5: DEVELOPING A BUSINESS RECRUITMENT PACKET**

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### **USES OF A RECRUITMENT PACKET**

To recruit businesses effectively, downtown revitalization organizations need *tools*. One tool is the business recruitment, or information, package. These information packages are strictly tools to help you sell your community to potential new business operators, property owners, commercial realtors, investors and developers. The recruitment package highlights your district and your organization and gives a prospect the reasons for investing downtown.

A business recruitment packet is *never* a substitute for the *recruitment process*. Recruitment requires a solid strategy and human contact. A successful recruitment team must know the market for future investment, understand the existing commercial environment, ferret out potential recruits, contact them and follow up on that contact. A package of facts and figures cannot replace the need for personal communication and follow up.

An effective business recruitment package reflects the spirit and direction of the community. Examples of such packages abound, and many fine lessons can be learned from the examples featured here. But be warned: It is ineffective to simply lift the ideas from another community's package. The result is invariably an uncomfortable fit. The information presented here will focus on three elements of business recruitment packages: *content, graphics and format*.

## I. CONTENTS OF A RECRUITMENT PACKET

A business recruitment package is designed to provide an overall look at the community *and* a detailed description of the economic, social, governmental and physical conditions of the commercial district in which the reader is being invited to invest. To accomplish both objectives, the package should include the following elements. However, the team should review the types of information and then decide which facts, in what format, are most appropriate for their business district.

Most business recruitment packets contain the following information in some form:

- Maps of the trade area and downtown
- Demographic and market data
- Market strengths and trends
- Retail mix in the business district
- Promotions calendar
- Revitalization program information
- Business incentives and assistance
- Amenities and special features
- Building profiles
- Personal contact

## MAPS

Maps can be the most challenging and expensive component for the team to develop, because it may be hard to find a legible, high quality map of the exact area needed that can be successfully reproduced. Good map sources include the city, county, chamber of commerce, industrial recruiting agency, visitor bureau and local realtors. The team will need to develop two maps, one showing the trade area or regional location and one of the downtown or business district.

### *Information to Include*

Items that a trade area map commonly identifies include:

- primary trade area boundary
- secondary trade area, if pertinent
- state and federal highways
- downtown
- distances to major features or communities not on the map
- competing major commercial developments such as malls
- major institutions not in downtown that are sources of customers such as the hospital, college or industrial park

Providing a brief narrative describing the trade area is beneficial to interpret the information given visually. Although it is not necessary to show the location of each business, the map of downtown needs to be very legible and should show:

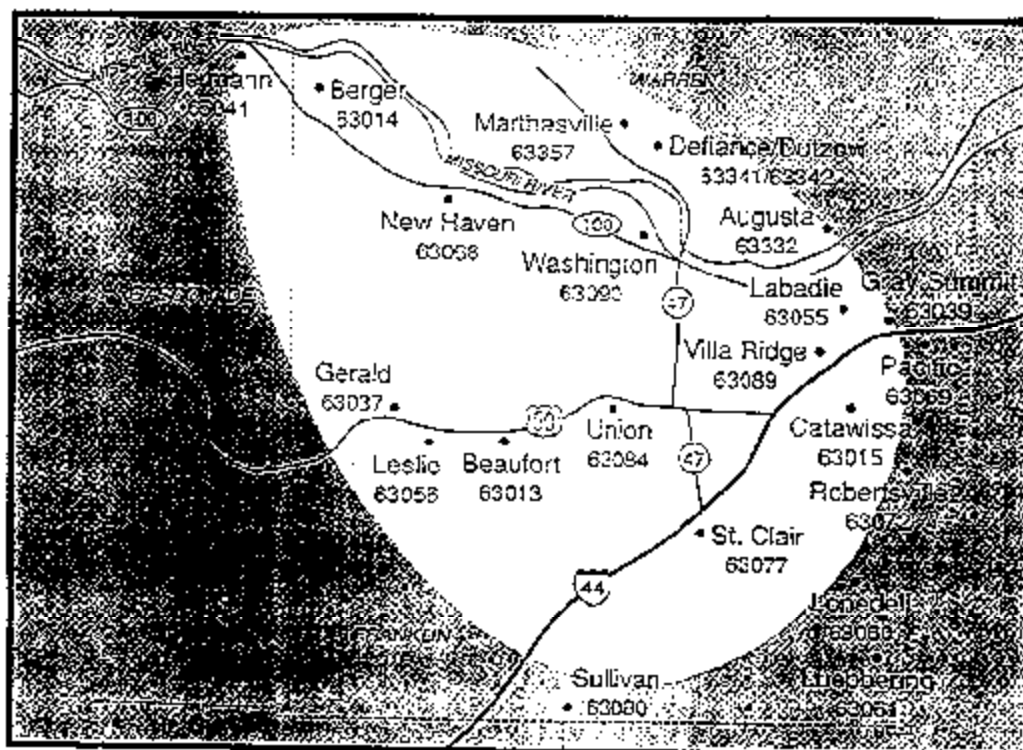
- building footprints (outlines of each building shape)
- parking lots
- major buildings and institutions such as city hall, post office
- traffic patterns/highways

A map showing the tax parcels is usually too detailed to reproduce well. If a map showing building footprints is not available, construct a simple one with the shape of each building's foundation, but make sure it is legible and easy to understand. Many cities are computerizing their maps and may be able to construct the basic outline for you - check with the public works department.

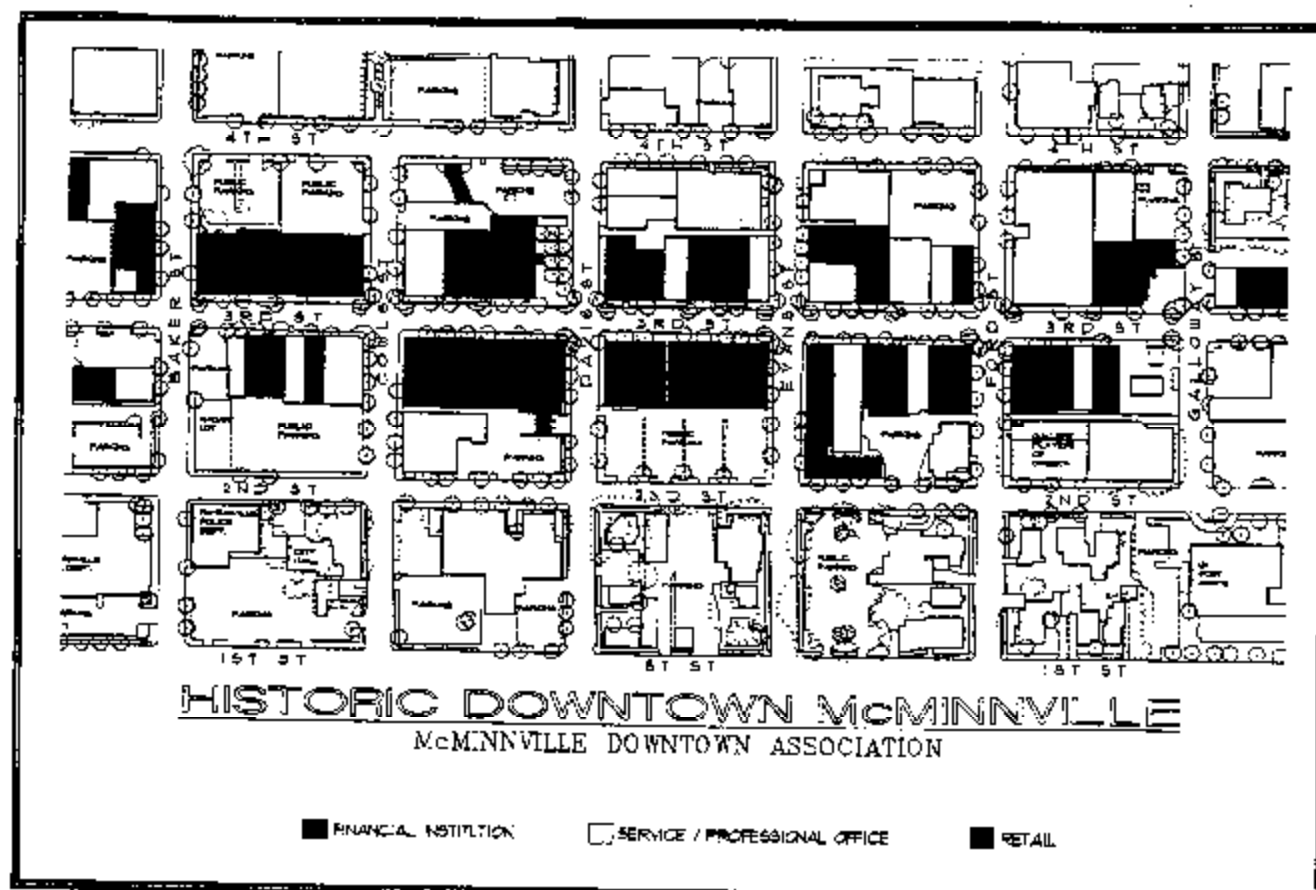
### *Format Options*

- Include the maps as part of a printed business directory --see the sample business directories in this section.
- Maps could be separate, or combined on one sheet. The map of the trade area can also be placed with demographic information to reinforce the statistics.

## EXAMPLES OF MAPS FROM RECRUITMENT PACKETS



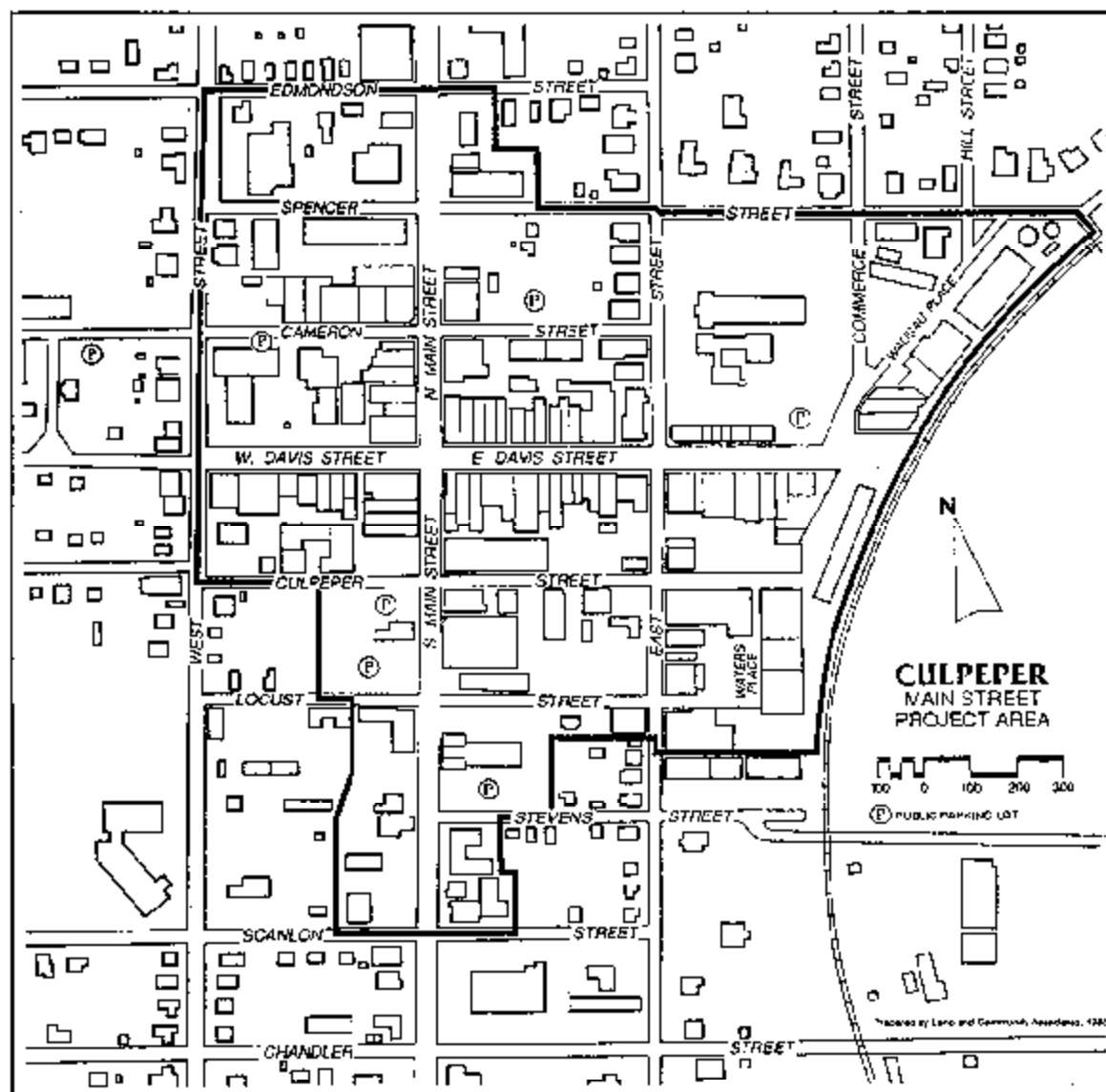
Sources:  
(top)  
Downtown  
Washington,  
Mo.  
(Bottom)  
McMinnville  
Downtown  
Assoc., Ore.



# YOUR GUIDE TO DOWNTOWN

Culpeper's downtown historic landmarks comprise a resource as rich as its countryside. Walk in the footsteps of George Washington, Lord Thomas Culpeper, and others who worked toward the development of downtown Culpeper. Some points of interest are:

- Culpeper Courthouse ..... Davis & West Streets
- Burganclne House ..... South Main Street
- Museum of Culpeper History ..... East Davis St.  
(Opening Soon)
- National Cemetery ..... East of railroad tracks
- A.P. Hill Boyhood Home ..... Main & Davis Street
- Train Station Depot ..... East Davis & Commerce



Source: Culpeper Renaissance, Inc., Culpeper, Va.

## DEMOGRAPHIC AND MARKET DATA

After the labor of doing a market analysis, this is the time and place to put those numbers to work. Most prospects will be impressed by the amount of preparation and knowledge you have about your commercial district. Although some business owners prepare statistical research on their particular target market, many will have not. However, you do not need to include every fact about the population in the packet. In fact, many packets overwhelm by giving too many numbers. It is better to give a few impressive statistics than to be comprehensive. Since one cannot anticipate the unique data needs of every type of business, use a cover letter to provide any special information the business should know. At minimum, data on numbers of people, age and income are necessary. Include other factors if they are favorable to the prospect or pertinent to the market opportunities. In this demographic information section you will present the numbers, in the market strengths and trends section you will interpret them. You may want to put both together on the same sheet for impact, or keep them separate to prevent "numbers overkill."

### *Information to Include*

The team should consider the factors listed below when composing the market area demographics component of the packet.

- number of persons
- number of households
- household size
- income by ranges
- median and average household income
- age by ranges
- race and ethnicity
- home ownership
- growth in new housing
- education levels
- types of employment
- unemployment rate

### *Format Options*

- A one-page table that has the basic demographic information for the trade is effective. See the *Demographic Profile of the Trade Area* table included in the *Extra Forms* section.
- Present selected demographics facts in a bullet format, choosing five to ten of your communities best facts and statistics.

## EXAMPLES OF DEMOGRAPHIC INFORMATION FROM RECRUITMENT PACKETS

### *Market Profile: Buffalo Place & Downtown Buffalo*

#### **Metro area overview**

- Metro area population of more than 1.2 million people
- 63% have visited downtown in past three months
- 67% of these shopped downtown
- More than 2/3 are female
- More than 40% earn \$25,000+ individual income
- 20% earn \$35,000+ individual income
- Downtown workforce accounts for approximately \$1.8 billion in annual salaries

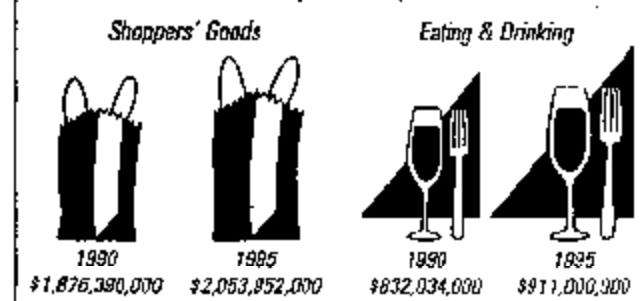
#### **Workforce**

- More than 57,000 people work in the central business district
- All are within walking distance of the downtown retail core
- The free-fare zone of Metro Rail provides additional access and easy mobility
- Workforce is expected grow to more than 64,000 by 1995
- 10,000 more work at medical centers just one transit stop and less than one mile away
- Median age of workforce: 37.7
- More than 40% are in executive, professional or technical positions

#### **Residents**

- Approximately 50,000 persons live within 1 mile of Buffalo Place
- More than 160,000 people live within 3 miles
- More than 357,000 live within 5 miles
- 2 new condominium complexes and 1 new apartment complex are under development in Buffalo Place
- More than 370 additional new housing units are under development within 1 mile of Buffalo Place

#### **Downtown work force expenditure potential**



Source: Harniss, Shes, George Associates, 1992

Source: Buffalo Place Inc., Buffalo, N.Y.



# DEMOGRAPHIC PROFILE



**POPULATION:** The population in the City of Wooster has remained relatively stable, with most of the projected increase attributed to a 1990 annexation of approximately 875 acres.

	Wooster	Wayne County
1994 projection	22,000	104,500
1989 estimate	20,050	102,250
1980 Census	19,289	97,408

## 1989 Estimated Population by Age (%)

	Wooster	Wayne County
0 - 13 years	17.6	23.3
14 - 17	7.1	8.8
18 - 24	15.0	10.6
25 - 34	15.6	16.3
35 - 44	12.6	13.0
45 - 54	9.1	9.5
55 - 64	9.2	8.3
65 +	13.8	31.5
Median age, total population	31.5 years	29.6 years

**HOUSEHOLDS:** The number of households estimated to exist in Wooster in 1989 was 7,800, a 9.8% increase from 1980. In Wayne County the number was 35,200, a 9.4% increase between 1980 to 1989.

**INCOME:** The estimated average household income in 1989 was \$30,750 in Wooster and \$31,050 for Wayne County. The estimated median income was \$25,900 and \$27,600 respectively.

## 1989 Estimated Household Income (%)

	Wooster	Wayne County
Based on number of households	7,800	35,300
\$ 0 - \$ 9,999	16.3	15.5
\$10,000 - \$24,999	32.7	29.4
\$25,000 - \$34,999	20.5	21.5
\$35,000 - \$49,999	17.0	20.5
\$50,000 +	13.5	13.0

**OCCUPATION:** A large percentage of the population are in administrative, professional or technical occupations.

	Wooster	Wayne County
Based on number of employed	9,012	43,493
Administrative & Management	10.4	7.5
Professional Speciality	16.6	9.5
Technical Support	3.4	2.7
Sales	8.4	7.7
Administrative Support	18.1	14.1
Service	13.8	11.5
Farm/Forestry/Fishery	1.1	6.0
Production/Craft/Repair	8.6	13.8
Machine Operators	10.6	14.2
Transportation/Material Moving	3.0	6.0
Laborers	6.2	6.5

**TRAVEL TIME TO WORK:** Most people live close to their work place, indicating that they live and work here in Wooster or Wayne County. This is not a bedroom community.

	Wooster	Wayne County
0 - 14 minutes	70.5%	48.5%
15 - 29	22.1	35.5
30 - 59	5.4	12.9
60 +	2.0	3.0

**OCCUPIED HOUSING UNITS:** A higher percentage of the housing units in Wayne County are owner occupied than in Wooster. Although in Wooster, more units are owner occupied than renter occupied.

	Wooster	Wayne County
Based on number of units	7,105	32,233
% Owner occupied	58.1	73.2
% Renter occupied	41.9	26.8

NOTE: Where a date or the terms "estimate" or "projected" is not indicated, please assume that the figures are from the 1980 Census.

Source: Main Street Wooster, Inc., Wooster, Ohio

## **MARKET STRENGTHS AND TRENDS**

To take advantage of all opportunities, you will need to know downtown's strengths and trends, inside and out, to be able to make a pitch for it in all situations, planned and unplanned. Potential recruits will want to know economic trends for the business district and possibly the area, and in fact, there are many statistics the team could present about the local economy, from the increase in industrial employment to the number of new housing starts to the results of customer surveys. The key to choosing is "what does the recruit *need* to know to choose downtown?"

Being able to present downtown's business environment within the context of your community and your region is imperative. You will need to provide a regional overview for potential recruits not be familiar with the economic trends of your region. For potential new business and expansions and entrepreneurs familiar with the local economy, focus on making the case for downtown.

### ***Customer Profiles***

Business owners thinking of expanding and potential recruits will want a profile of the current customers. The traditional sources of this information are business owner surveys, customer intercept surveys, focus groups, and telephone surveys. If the downtown or commercial district program has done a market analysis, then they can draw upon that information. If the team does not have recent survey results, focus on specific target groups and brainstorm who might have data. For example:

- local schools may have profiles of students and faculty;
- the visitor information center or lodging association may have a visitor profile;
- the 1990 Census will have information on downtown residents, and the larger downtown facilities may have their own resident profile;
- performing arts facilities may have attendance figures and information about their subscription customers; and
- downtown employers such as the city, county or major office tenant may be willing to share information on the age and salary ranges of employees.

Another source of information about customers could be local banks or national chains who may have, and might share with the team, "lifestyle" market data, which matches demographics and purchasing behavior.

### ***The Strength of the Market***

The types of information that communities have used to show the strength of the business district market include:

- the summarized results of surveys
- retail sales trends from sales tax or the Census of Retail Trade

- auto and pedestrian traffic counts
- state or regional economic forecasts
- information on the health of local industries and institutions
- list of businesses wanted or business opportunities
- reinvestment of public and private funds in the district
- survey of business owners showing increased sales over last year
- amount of parking available
- convention/meeting market impact
- tourism trends, new attractions, dollar impact of tourist market
- results of sales leakage or gap studies
- comparison of local sales trends to those of other communities
- comparison of rent rates in downtown and other districts
- trends in vacancy rates
- numbers and types of businesses opened in the past year
- recent public and private investment
- major development or infrastructure projects recently completed, planned or underway

### ***Format Options***

- A series of bullet points highlighting a selection of positive economic trends
- List of business needed in downtown
- Positive quotes from local business owners can be effective
- Charts and graphs showing actual sales and trends from your market analysis, the Census of Retail Trade or sales tax records
- One page descriptive narrative of the results of surveys including sources of information
- Succinct paragraphs about two or three types of customer groups
- Graphs and charts showing any other major trends

## EXAMPLES OF MARKET STRENGTHS AND TRENDS FACT SHEETS

### ROCHESTER IS...

### Big Time Visibility in a Small Town Atmosphere.

Located at the crossroads of Rochester Road (Main Street) and University Drive, Downtown Rochester is fast becoming the premier retail community in the northern Detroit Metro Area. Easily accessible via I-75 and M-59, Rochester currently hosts some 170 retail and commercial businesses, ranging from specialty retail to men's and women's fashions to fine restaurants, home furnishings, and financial and creative institutions.

Rochester's dynamic, sophisticated downtown retail setting is further enhanced by...

- over 175,000 square feet of predominantly retail space, anchored by businesses like Mitzelfeld's, a 40,000 sq. ft. department store that has called Rochester home for decades.
- a steadily growing supply of parking spaces to serve the downtown core area — well over 2,000 spaces are currently available.
- a downtown employment base of 1,500 full and part-time employees — ready-made customers of downtown products and services.
- a daily vehicle traffic rate of about 29,200 vehicles per day.
- total annual retail sales estimates of about \$120,000,000 — up 41% from the 1982 census report, according to the 1986 Survey of Buying Power.
- a full-service, 111,000 volume library that alone services over 1,000 visitors daily.
- a lush, 34-acre downtown park that winds through the core district, hugging the banks of scenic — and popular — Paint Creek as it goes.

Despite these clear retail advantages, the cost of doing business in Downtown Rochester is actually quite low, with rents running from \$6 to \$14 per square foot, per year. Compare this to reported sales of \$150 to \$400 per square foot, and Rochester's value — from a business perspective — becomes even more apparent.

"Rochester really gives you the best of two worlds: small town atmosphere...with big city sophistication. It's this mix that really makes it something special."

Mary Lujan, Hepolewicz and Generalons Furniture, Inc.  
Rochester since 1994

"Rochester is interesting to me, because you really have two communities. You've got almost 'a shopping mall' location when it comes to traffic, but with a definite small town flavor that's really very intimate. That's why I'm here — and that's why we've been successful."

Ann Long, Baskervill, Inc., in Rochester since 1985

Mark Stern, Chairman, Rochester Downtown Development Authority

"Rochester is more than a place to hang your shingle — it's a way of life, really, that everyone who works and lives here shares and enjoys."

Source: Rochester Downtown Development Authority, Rochester, N.Y.



Downtown workers contribute significantly to Downtown Washington's economy and, potentially, to a substantial portion of the downtown's current sales. They like the historic buildings, the friendly atmosphere, the convenience of the parking and the special events. They don't like its shopping hours (27%) and 11% of them don't like the two hour parking limit.

#### STORE HOURS

68% of the downtown workers that were surveyed are married, and 73% of the downtown workers are female and do the majority of shopping for their households. Of those females surveyed, most of them indicated that with the exception of routine errands, most of their major shopping takes place outside of the downtown boundaries, places where they can shop after 5 p.m., when most businesses in Downtown Washington are closed.

#### WHEN DO THEY SHOP?

10% Before Work	61% After Work
53% Lunch Hour	48% Weekends

#### WHAT DO THEY WANT DOWNTOWN?

Downtown workers who responded to the survey said they wanted better shopping hours downtown. Many of them mentioned wanting a dime store, a children's clothing store, and more factory outlet stores.

#### WHAT DO THEY BUY DOWNTOWN?

86% Eat lunch downtown more than once a week
65% Buy their groceries downtown
46% Shop downtown for specialty and gift items
37% Buy their clothing, shoes, and accessories downtown
27% Buy jewelry downtown
20% Get their prescriptions filled downtown

#### WHAT DOES ALL OF THIS MEAN?

The survey has given us a wealth of information with which to begin making decisions and implementing strategies for Downtown Washington's overall economic development. Downtown Washington, Inc., for example, plans to use the information to help recruit new businesses, develop more promotional activities, and improve public perceptions for the downtown area.

In addition, the survey also provides information that downtown business owners can use to strengthen their own business. For instance, some areas we now know that we need to concentrate on are:

1. How can we modify our hours or services to better meet the needs of downtown workers?
2. What new products or services might we be able to add to attract additional downtown worker customers or increase sales from existing ones? and
3. How can stores with complementary merchandise work out joint promotions for mutual benefit?

The full survey is available for you to examine in the Downtown Washington, Inc. office at 323 W. Main Street. Stop by!

Source: Downtown Washington, Inc., Washington, Mo.

## RETAIL MIX IN THE BUSINESS DISTRICT

Potential business owners will want to know the size and composition of the downtown business mix, the potential competitors and the complementary businesses. The business mix is always changing, so this information can become obsolete before the team has finished collecting it. To counter this frustration, put a date on the business mix list, reprint the list periodically or give an updated list of businesses pertinent to the prospect when recruiting.

### *Information to Include*

- List of all downtown or commercial district businesses, services, government and institutions, categorized by broad type such as jewelry, shoes, clothing, attorneys, etc.
- For communities who are recruiting a certain type of business, provide market research information for their category supporting a growing niche in their business type. Emphasize this market direction.

### *Format Options*

- Business directory, with a list of businesses, map of downtown and the trade area.
- List of businesses by type, neatly presented.
- A narrative describing the business mix, market position and clusters, from 50 to 100 words. Use concise, active words, and perhaps include a chart summarizing the current business mix like the one below.

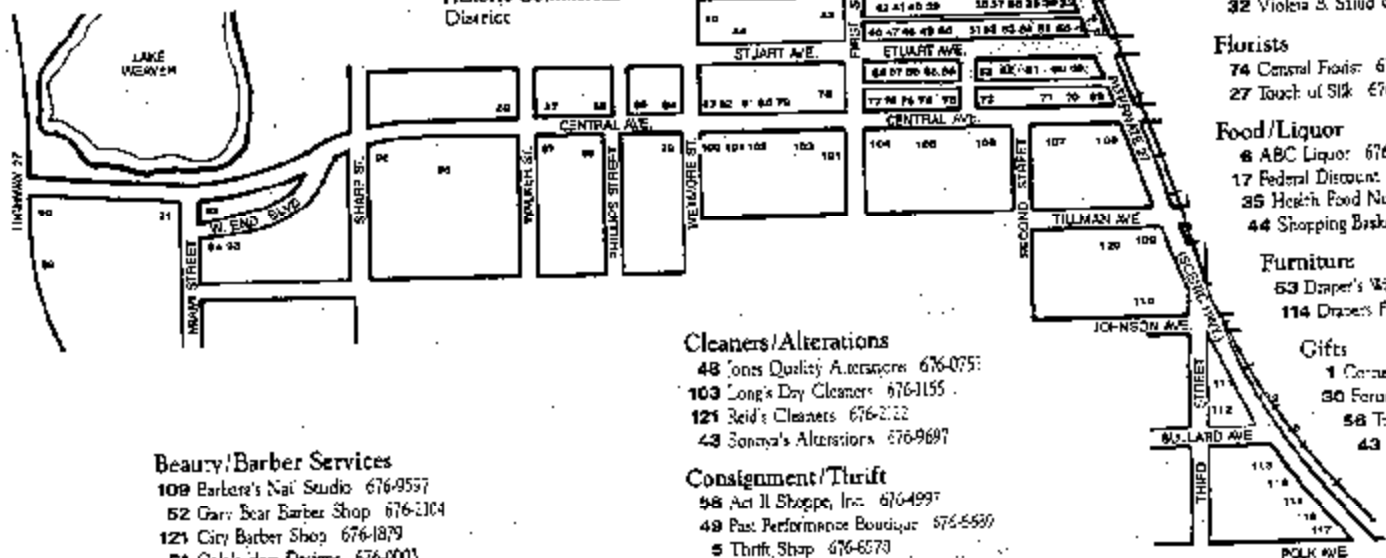
<i>Type of Use</i>	<i># of Businesses</i>
Traditional Retail:	_____
Restaurant, Bar:	_____
Service Business:	_____
Office:	_____
Vacant:	_____
Government:	_____
Housing:	_____
Other:	_____

## EXAMPLES OF BUSINESS DIRECTORIES



Lake Wales Downtown Inc.  
130 East Sunset Ave.  
P.O. Box 1320  
Lake Wales, FL 33859  
813/676-2533

Lake Wales  
Historic Commercial  
District



### Beauty/Barber Services

- 109 Barbara's Nail Studio 676-9557
- 52 Gary Bear Barber Shop 676-2104
- 121 City Barber Shop 676-1879
- 51 Gale's Hair Designs 676-0003
- 43 Lionel Grand Salon 676-2633
- 35 Images 676-2110
- 83 Lovely Ladies Beauty Salon 676-6316
- 15 Margaret's Beauty Salon 676-4212
- 56 Mele Norman Cosmetics 676-4366
- 25 Nancy's Nail Studio 676-9615
- 42 Park Avenue Hair Place 676-3110
- 75 Rainy Day Haircutters 676-0668
- 10 Ruby's Coiffure Designs 676-4841

### Book Stores

- 37 Christian Book Store 676-3792
- 75 Christian Science Reading Room 676-6365

### Carpet/Tile

- 113 Parisk Tile & Marble Co. 638-1887
- 78 Taylor & Sons Carpet, Inc. 676-5092

### Cleaners/Alterations

- 48 Jones Quality Alterations 676-0755
- 103 Long's Dry Cleaners 676-1155
- 121 Reid's Cleaners 676-2222
- 43 Sonny's Alterations 676-9697

### Consignment/Thrift

- 58 Art II Shoppe, Inc. 676-4997
- 49 Fast Performance Boutique 676-5559
- 5 Thrift Shop 676-6573

### Cultural/Civic

- 45 American Legion Post
- 8 The Care Center/Rec. Ctr. 676-5575
- 119 Children's Museum 676-8645
- 118 The Depot-Lake Wales Museum & Cultural Center 676-5443
- 92 Lake Wales Chamber of Commerce 676-3445
- 88 Veterans of Foreign Wars 676-4150

### Dance/Martial Arts

- 35 Solis Dance Arts 676-7124
- 113 Academy of Tae Kwon Do & Karate 676-5022
- 80 USA Goyu Karate 676-8643

### Electric Supply/Service

- 118 Sany Electric, Inc. 676-5437
- 70 Fletcher Electric Service 676-1112
- 9 Fern Electric Co. 676-3477

### Financial Services

- 62 Allen & Company
- 48 AVCO Financial Se
- 120 Bunting, Tripp & Tr
- 62 Carter, Belcourt &
- 28 Priscilla Gerard, CB
- 67 Edward D. Jones &
- 69 Thomas E. Kohl, C
- 64 Pioneer Capital Fin
- 32 Viola B. Sind &

### Florists

- 74 Central Florist 676-
- 27 Touch of Silk 676-6

### Food/Liquor

- 8 ABC Liquor 676-54
- 17 Federal Discount
- 35 Health Food Mart
- 44 Shopping Basket

### Furniture

- 53 Draper's Wiles
- 114 Draper's Furn

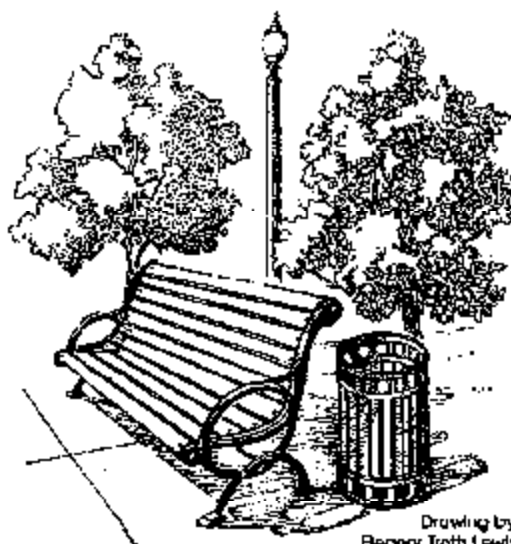
### Gifts

- 1 Center C
- 30 Forum I
- 58 Trad
- 43 The

Source: Lake Wales Downtown, Inc., Lake Wales, Fla.

# SHOP HISTORIC DOWNTOWN

Quality shops and businesses are just one reason to visit downtown Culpeper. Special events, historical sites, true customer service, distinctive merchandise, and a genuine community atmosphere are all part of the experience that makes downtown a great shopping destination.



Drawing by  
Bryan Troth Lewis

Provided by Culpeper Renaissance Inc., Published Summer '91

115 North East Street

## ENTERTAINMENT

State Theatre ..... 825-4000  
305 South Main Street

## FINANCIAL & INVESTMENT SERVICES

Edward D. Jones & Co. .... 825-5111  
110 West Davis Street  
Farm Credit Service ..... 825-6686  
201 North Main Street  
Scott & Stringfellow ..... 825-0783  
130 East Davis Street  
Young, Nicholas, Mills & Co. .... 825-8005  
301 South West Street

## FLORISTS

Betty Brown Shop  
& Spiritual Treasures ..... 825-6500  
410 South Main Street  
Culpeper Florist ..... 825-5238  
201-A North South Street  
Forget-Me-Not Florist & Bridal ..... 825-9011  
203 North Main Street  
Randy's Flowers, Ltd. .... 825-4440  
127 West Davis Street

## FARM SERVICES & SUPPLIES

County Farm Service ..... 825-2381  
325 Wauchoj Place  
Culpeper Machine & Supply ..... 825-4644  
105 Commerce Street  
Makin Corporation

## LAW OFFICES

Button, Yeaman & Morton ..... 825-0766  
139 West Davis Street  
Chandler, Franklin & O'Bryan ..... 825-5522  
209 West Street  
Chapman, Dunn & Hudson ..... 825-1212  
400 South Main Street  
Davies & Burrell, PC ..... 825-6000  
122 West Cameron Street  
Edwin F. Gentry ..... 825-1110  
138 North Main Street  
Blair DeJarnette ..... 825-2000  
114 North Main Street  
Fray, Hudson & Clark ..... 825-0701  
115 South West Street  
Gary Close ..... 829-0469  
145 West Davis Street  
Niles, Culanay & Parker ..... 825-6346  
209 North West Street  
Shackelford, Hohenberger,  
Thomas & Mills ..... 825-0305  
147 West Davis Street

## LOCAL GOVT/SERVICES

Chamber of Commerce ..... 825-8628  
133 West Davis Street  
Culpeper County ..... 825-3035  
135 West Cameron Street  
County Dept. Social Services ..... 825-1251  
155 West Davis Street  
Culpeper Comm. Dev. Corp. .... 825-7434  
201 North East Street  
Culpeper Downtown Asso. .... 825-2908  
Culpeper Post Office ..... 825-4710  
205 South Main Street  
Culpeper Renaissance ..... 825-4416  
162 East Davis Street  
Police Department ..... 825-0444  
130 West Cameron Street  
RRCSC ..... 410 South Main Street ..... 825-3100  
Shark's Office, 130 W. Davis St. 825-1239

200 South Main Street  
Steve L. Keys ..... 825-1369  
102 North Main Street  
T.G. Gilbert, D.D.S. .... 825-9132  
106 West Cameron Street

## REAL ESTATE

Browning Real Estate ..... 825-0731  
101 East Culpeper Street  
Century 21 ..... 825-2424  
308 North Main Street  
Classic Properties ..... 825-1838  
128 East Davis Street  
Total Realty Concept ..... 825-1808  
128 North Main Street

## RESTAURANTS & BAKERIES

Culpeper Culinaire ..... 829-0024  
128 East Davis Street  
Davis Street Ordinary ..... 825-3509  
195 East Davis Street  
Jenner's Restaurant ..... 825-4222  
305 South Main Street  
Knack's Bakery ..... 825-8181  
145 East Davis Street  
Tom's Meat Market ..... 825-8319  
211 South East Street  
Zandi's Deli & Bakery ..... 829-6662  
142 East Davis Street

## REPAIR/CLEANING

Alce's Sewing Shop ..... 825-2081  
125 South East Street  
Arlington Cleaners ..... 825-9475  
117 East Culpeper Street  
Pence Watch & Clock ..... 825-6468  
115 South East Street

## WOMEN'S APPAREL

Bernie Rah Truck Shop ..... 825-8070

Source: Culpeper Renaissance, Inc., Culpeper, Va.



## **PROMOTIONS CALENDAR**

It is a source of security to a prospective business owner that the downtown has an on-going quality mix of retail sales, special events and image advertising. A good calendar of events also shows the professionalism and quality of the district. Finally, the types of promotions indicate a great deal about the market position of the district and the types of customers it attracts.

### ***Information to Include***

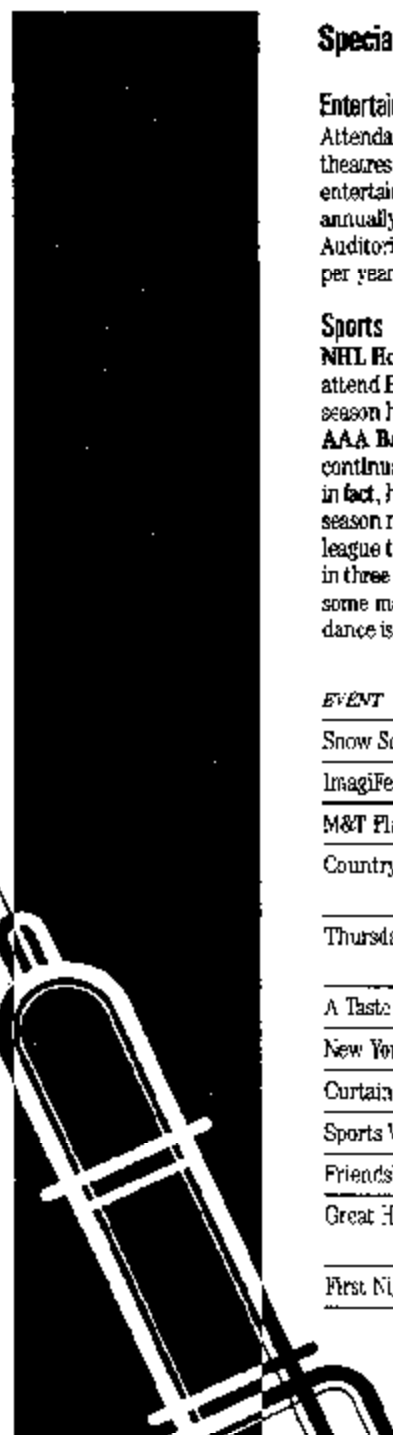
Information about local promotions could include:

- a brief description of each event noting highlights
- a listing by date of the year's events, both downtown and elsewhere in the community
- types of attendees, recent increases in attendance
- geographic draw for major events
- types and amounts of publicity received
- quotes from local participants

### ***Format Options***

- Develop a straightforward list of promotions with dates and descriptions.
- Include the marketing piece for the annual promotions package with descriptions and costs to business participants.
- Include the promotions calendar in the business directory.
- Prepare a selected list of annual events, conventions and sports events from the chamber or visitor bureau.
- Include a newspaper article on a major event.
- Include the brochure from a major festival.

## EXAMPLES OF PROMOTIONS INFORMATION SHEETS



### Special events & attractions

#### Entertainment

Attendance at the seven professional theatres, the eight screen cinema and other entertainment venues tops 1.3 million annually. Performances at Memorial Auditorium attract more than 339,000 per year, not counting sporting events.

#### Sports

**NHL Hockey:** More than 722,000 persons attend Buffalo Sabres regular and post-season home games.

**AAA Baseball:** Buffalo Bisons games continually set attendance records and, in fact, have achieved highest all-time single season minor league totals. First minor league team to top 1 million attendance in three consecutive years, outdrawing even some major league teams. Average attendance is 16,400 per game, with 41 sellouts.

#### Conventions

Conventions, trade shows and promotional events attract more than 700,000 people to the Buffalo Convention Center each year.

#### Special events

A full schedule of promotional events attracts hundreds of thousands of people to Buffalo Place throughout the year.

EVENT	DATE	ATTENDANCE
Snow Sculpting Competition	February	25,000 (3 days)
ImagiFest	May	30,000
M&T Plaza Events	June-August	60,000
Country Market	Thursdays, June-October	35,000/week
Thursday at Buffalo Place	Thursdays, June-August	2-5,000/week
A Taste of Buffalo	July	400,000 (2 days)
New York State Wine Festival	August	40,000 (2 days)
Curtain Up!	September	15-15,000 (2 days)
Sports Week	September	20,000 (6 days)
Friendship Tree	November	25,000
Great Holiday Gift-Away	November- December	55,000
First Night Buffalo	December	20,000

Source: Buffalo Place, Inc., Buffalo, N.Y.



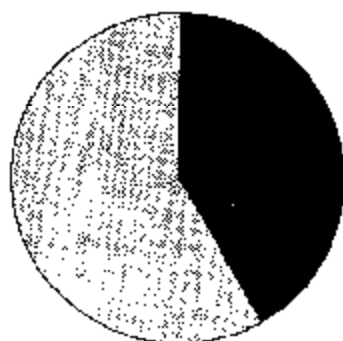
EVENT	PERIOD	FOCUS	BUDGET	ESTABLISHED
Sidewalk Sales	April/July/Sept.	Retail	\$ 400	1973
Spring Fashion Show	April	Women	1,800	1990
Preservation Week	May	Ages 6-60	300	1991
*Art Fair/Winefest	May	Ages 25-55	23,000	1982
*Summer Concert Weekend	June	Ages 25-50	1,800	1989
*Historic Washington Festival	October	Ages 25-65	4,000	1981
*Chili Cook-off	October	Ages 25-44	3,000	1986
Moonlight Madness	November	Retail	200	1973
Christmas	December	Ages 1-99	3,500	1973

**TOTAL PROMOTIONAL BUDGET \$38,000**

\*Average attendance is 3,000 to 12,000 people for special events.

Downtown promotional events have, over the years, become anchors of the community. No other area within our market is so heavily, or so successfully, promoted. Downtown's ability to attract patrons today (shoppers as well as volunteers) may be unprecedented.

The promotional calendar of Downtown Washington is under constant revision and update. There may be events changed or renamed from time to time.



 **ADMINISTRATIONS  
BUDGET — 58.6%**  
 **PROMOTIONS  
BUDGET — 41.4%**

*Source: Downtown Washington, Washington, Mo.*

## ROCHESTER IS...

## Special Promotions for a Special Community.

Going the extra mile is what has helped make Rochester one of the most popular communities in southeast Michigan. And it's not just because the community of Rochester is committed to growth—it likes to have fun, too.

Here's just a sampler from Rochester's bountiful bill-of-fare:

"I've always loved the charm of Rochester and its small town sense of community. Now its growth potential and the invaluable assistance offered to local businesses by the DDA make it an even more attractive place to start a new venture like mine."

Camie Nannino, Halfway Down the Stairs, a bookshop for children opened in Rochester in May, 1988

● **Art 'n Apples**—Michigan's second largest juried art fair, attracting over 150,000 people to the downtown park in mid-September. The Rochester Arts Commission, the Paint Creek Center for the Arts and local art boutiques and galleries keep this creative excitement building year round.

● **Christmas Parade**—a tradition half-a-century old that draws tens of thousands of adults and children of all ages to the heart of Downtown Rochester. Known as one of Michigan's largest parades, the event focuses media and public attention on the downtown area throughout the early weeks of the holiday season.

● **Heritage Festival**—an annual event that transforms the park into a weekend-long celebration of Rochester's past...and offers businesses a chance to capitalize on the fun through thematic window displays, promotions and sales events.

● **Sidewalk Sales**—a three-day event *extraordinaire* that sees thousands and thousands of shoppers flock to the downtown area. Rochester businesses roll out the red carpet during this annual extravaganza—with many reporting their biggest sales days during this period of July.

● **Lagniappe**—in French, literally "A Little Something Extra"—and in Rochester, yet another chance for downtown businesses to open their doors to the community. After refreshments, gifts, and carolers have kicked off the holiday, Main Street sparkles with light for the rest of the holiday shopping season.

Any strip mall or shopping center can put up a few decorations for the holiday. But none can compare to the excitement of an entire community celebrating the spirit of the season—especially when that community is Rochester.

Rochester is excitement. And when it comes to special events, that excitement is contagious.

R. Ulrich-Mackenzie Associates  
Art on the Alley, in Rochester  
since 1987

"It's not just the event, but the image the event creates. Art 'n' Apples may only last a weekend, but it's an attitude we try to promote 365 days a year."

Source: Rochester Downtown Development Authority, Rochester, N.Y.

## REVITALIZATION PROGRAM INFORMATION

Another overview page should introduce the reader to the downtown revitalization organization. As a sponsor of the recruitment package, the organization should be featured prominently in the materials. This page explains what the organization is, who supports it, what its annual work program includes and what its accomplishments have been to date. Inserting quotes from supporters ("Why I support Downtown Mainstreet, Inc....") gives further evidence of the organization's credibility. Not only does an active downtown organization give the provided market information credibility, but its availability for ongoing assistance and support can be invaluable in saving a business owner time and money. It also indicates that there is a group dedicated to improving the business climate and available to advocate for the needs of small businesses.

### *Information to Include*

Include a program brochure or fact sheet that shows the goals and accomplishments of the organization such as:

- mission statement
- list of priorities and projects for the current year
- list of board and committee members
- description of past accomplishments
- reinvestment figures, gains in businesses and jobs
- statements from others about the organization's effectiveness or information on awards received

### *Format Options*

- Include the annual workplan summary or annual report if they are brief and high quality. Some organizations publish a short annual document that includes the mission statement, past accomplishments, current goals and board and committee members.
- Include a membership or fundraising brochure.
- Include a recent newsletter.
- Include a positive press article or editorial.

## EXAMPLE OF A PROGRAM INFORMATION SHEET

### Viroqua Revitalization Projects and Accomplishments

The Viroqua Revitalization Association is in its fourth year of the State Main Street Program, which was developed by the Wisconsin Department of Development. Many changes have taken place since Viroqua became a Wisconsin Main Street City, listed are just a few of the major accomplishments in the first three years.

#### DESIGN

- 12 exterior and 14 interior renovations in 20 downtown businesses totaling \$450,000 in private reinvestment.
- Downtown streetscape project complete August 1992. Approximately \$400,000 in city investment.
- All Main Street buildings lined with white lights for Christmas and major promotional events.
- Design and sign guidelines established for use with the low interest loan pool.

#### ECONOMIC RESTRUCTURING

- Nine businesses moved downtown and four expanded creating eight new jobs.
- A business assistance group was established to help new or existing business. The group is made up of local retired professionals and entrepreneurs.
- A business retention program was established with regular educational seminar topics offered.

#### ORGANIZATION

- The Revitalization Association is an active organization with over 60 volunteers working on 25-30 projects each year. With an annual budget of \$55,000, the organization supports a full-time manager, part-time assistant and maintains a Main Street office.

#### PROMOTION

- Distributes an award winning eight page newsletter mailing to over 700 area residents and businesses bi-monthly. Articles about business changes and improvements, volunteers, and organizational activities fill the publication.
- Works on six promotions with the Chamber Retail Promoters each year.
- Develops a promotional calendar each year for the Viroqua area.
- Established and manages a yearly Farmers Market where local produce and crafts are sold.

*Source: Viroqua Revitalization Association, Viroqua, Wis.*

## **BUSINESS INCENTIVES AND ASSISTANCE**

The information should include an exciting description of the incentive programs and business assistance efforts available to investors in the district. It isn't necessary for all of these programs to be offered by the downtown organization; rather, this section should show the *coordination* of efforts sponsored by the downtown organization, city, county, state and federal agencies and the local financial community.

### ***Information to Include***

The information should cover programs, training and incentives that help to reduce the risk of failure for small businesses such as:

- financial incentives
- historic district tax incentives
- design assistance
- parking programs for employees and customers
- special tax districts or tax increment financing
- special incentives for certain types of development, like housing
- assistance of the downtown manager and downtown organization
- one-stop permitting service
- business assistance, training and workshops
- market information available
- contacts at city hall for permits and licenses

### ***Format Options***

- One page list with brief description (one paragraph) of each program with name, address, phone number and contact person. If budget permits, feature photographs of projects that have been completed, or businesses opening, as a result of one or more of the services described.

## EXAMPLE OF A BUSINESS ASSISTANCE INFORMATION SHEET

# DOLLARS & DESIGN ASSISTANCE

## LOW INTEREST LOAN PROGRAM FOR RESTORATION/ REHABILITATION OF DOWNTOWN PROPERTIES



### 1. Prime Rate Loan Fund (\$1.3 million availability)

The loan program is to encourage reinvestment in business and properties located within the Wooster downtown area.

Any loan granted should lead to the improvement of the downtown area as a quality environment; this includes shopping and business transactions and any social or cultural activity.

Loans will be granted for the following improvements:

- a) Physical appearance of the facade of a building
- b) Exterior structural improvements that are in context with the building facade
- \*c) Interior rehabilitation that is consistent with the external improvements and includes the ultimate utilization of street and upper level spaces
- d) Any project involving exterior and interior rehabilitation should utilize the Secretary of Interior Standards for Historic Preservation and the Kent State Recommendation Study of Downtown Wooster for project guidelines.
- e) Consideration of interior improvements to the building should be based on said improvements becoming a reasonably permanent part of the building i.e. window treatment, carpeting, paint, built-in cabinetry, etc.

\*Facade and external structural improvements are of primary consideration to the Project Review Committee.

- f) Sketches and cost estimates will be reviewed by the Project Review Committee of Main Street Wooster, Inc. for design appropriateness; design approval on the proposed project will be issued in written form to be presented to the participating financial institution.

Based upon the individual financial institution's credit approval, the loan will be granted per the New York Prime rate, as published daily in The Wall Street Journal. The rate shall float and be adjusted per the policy of each participating financial institution.

Loans are approved at \$100,000.00 maximum and \$2,500.00 minimum. (A project larger than \$100,000.00 may be considered by one or more of the participating financial institutions.)

### 2. 7% Loan Fund (\$360,000.00 availability)

- a) Physical appearance of the facade of a building
- b) Exterior structural improvements that are in context with the building facade
- c) It is suggested that any project involving exterior restoration/rehabilitation, utilize the Secretary of Interior Standards for Historic Preservation and the Kent State Recommendation Study for Downtown Wooster for project guidelines.

Loans are approved at \$50,000.00 maximum and \$2,500.00 minimum.

All terms and conditions are subject to the requirements of each participating financial institution.

### ARCHITECT FUND

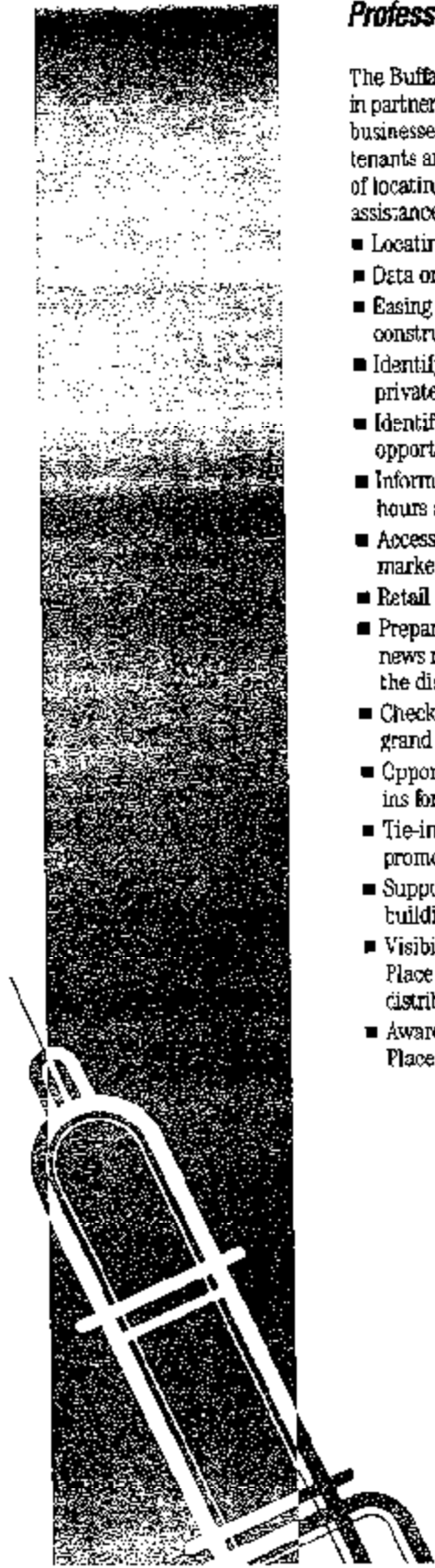
Purpose of the fund will be to aid property owners interested in restoration/rehabilitation of downtown area buildings. An architect would be hired, on a modest retainer fee, to consult with property owners and give suggestions and recommendations for possible future restoration.

- a) One-half of the initial consultation fee will be paid, upon receipt of bill, by Main Street Wooster, Inc., the amount not to exceed \$500.00.
- b) a copy of the architect's suggestions and recommendations, given to the property owner, would be sent and filed with Main Street Wooster, Inc. and is necessary for payment of the one-half of the initial consulting fee.

The existence of this fund will be contingent upon project funds available and approval of the Board of Trustees of Main Street Wooster, Inc.

Source: Main Street Wooster, Inc., Wooster, Ohio





## ***Professional assistance through Buffalo Place***

The Buffalo Place professional staff works in partnership with prospective merchants, businesses, property owners, brokers, tenants and artists to facilitate the process of locating here. Specific areas of assistance include:

- Locating space for sale or lease
- Data on pedestrian counts
- Easing city permit procedures and construction problems
- Identifying sources of public and private financing
- Identifying retail development opportunities
- Information on parking availability, hours and rates
- Access to special surveys, data and marketing studies
- Retail marketing assistance
- Preparation and dissemination of news releases on new businesses in the district
- Checklist for conducting a successful grand opening
- Opportunities for sponsorships or tie-ins for Buffalo Place special events
- Tie-ins with Buffalo Place sales promotions
- Support for special traffic and sales building events
- Visibility through listing in Buffalo Place retailer map and directory distributed throughout Western New York
- Awareness through 24-hour Buffalo Place event and information hotline
- Information on events, store hours and holidays
- Marketing consultation on an ongoing basis
- Retail and business recruitment
- Professional technical assistance in areas of leasing, merchandising, financial operations, inventory, space design, layout and security
- Buffalo Place can also act as a liaison to other agencies for additional sources of business planning and financial assistance

*Source: Buffalo Place, Inc., Buffalo, N.Y.*

# INCENTIVES & ASSISTANCE

## DOWNTOWN REINVESTMENT LOAN PROGRAM

The Sparta Main Street Program has developed a loan program through the cooperation of four local financial institutions, available to business/building owners located in the Main Street district. The maximum loan amount of each loan will not exceed \$25,000 and projects must follow the Sparta Main Street Design Guidelines.

The purpose of this program is to improve the visual image of the downtown commercial district. For this reason, all applicants must include improvements that involve the exterior of the building. These improvements include but are not limited to window repair or replacement, exterior painting, brick cleaning, masonry work, roof repair, awnings, and signs.

The roof is considered an exterior improvement, but since it is not a visible improvement other exterior work is required to be eligible for the loan program. If a roof repair is part of the loan, a mandatory 25% of the roof's cost will be made in other exterior improvements.

Interior renovations can be made to the building through this program as long as only 50% of the loan is appropriated for these improvements. These improvements include but are not limited to real estate improvements, mechanical, electrical, and plumbing.

Interior improvements are not a requirement of eligibility in this program. Exterior improvement costs could encompass the total loan, where interior improvements could be only 50% of the total loan program.

## SIGN AND LETTERED AWNING GRANT

A fund has been set aside by Sparta Main Street to administer a matching funds program which would allow business/building owners to have an opportunity to make visible improvements to their building. The grant can equal no more than 50% of the total project cost. The grant is a maximum of \$300 and is available until the fund is exhausted. Applications will be reviewed by the Sparta Main Street Program. The goal of this grant program is to reduce the sign clutter of downtown Sparta.

## INVESTMENT TAX CREDIT FOR THE REHABILITATION OF HISTORIC BUILDINGS

A substantial incentive is offered to taxpayers who contribute to the preservation of old and historic buildings listed on the National Register of Historic Places. A federal income tax credit equal to 20% of the cost of rehabilitating a historic building listed on the National is available. This is not just a deduction. It is an actual credit off your liability. To obtain this investment tax credit, (which is a credit off your liability), a three-part application with photo documentation is required. Also, to receive the credit the rehabilitation must be substantial. A substantial rehabilitation is one in which the taxpayer's costs exceed the greater of \$5000 or the adjusted basis of the building (actual costs minus any depreciation already taken). The credit is claimed in the year the rehabilitated building has been placed in service. The rehabilitation must be done in a 24 month period or up to 60 months in a planned, phased project. All elements of a rehabilitation project must meet the Secretary of the Interior's Standards for Rehabilitation.

The State of Wisconsin also has a 5% tax credit available which follows the same guidelines as the Federal Tax Credit Program.

## FREE DESIGN ASSISTANCE

Main Street offers design assistance to building owners and tenants in the Main Street project area at no cost. Owners and tenants can schedule appointments with Wisconsin's Main Street designer. The architect provides conceptual drawings, general cost projections, and recommendations for downtown building improvements.

**FOR MORE INFORMATION ON THESE PROGRAMS CONTACT THE SPARTA MAIN STREET OFFICE AT (608) 269-4080**

*Source: Sparta Main Street, Sparta, Wis.*

## **AMENITIES AND SPECIAL FEATURES**

Often a pure discussion about economics does not do justice to the atmosphere and charm that are essential parts of the attraction of a downtown or business district location. Offer an overview of the community's finest features. Location, quality of life, schools, arts and family atmosphere are typically emphasized here. Providing a brief history of the town and the downtown's significance as a traditional center of the community will also help. This section gives the potential investor a sense of community.

### ***Information to Include***

The team might consider highlighting the following kinds of information:

- history of the community
- historic structures and districts
- waterfront near or in downtown
- parks, fountains or court house square
- attractive streetscape
- public art, murals and sculpture
- scenic beauty, views
- arts centers
- performing arts centers, theaters
- colleges and universities

### ***Format Options:***

- Develop a summary sheet of these positive elements. Use photographs from local attractions to illustrate.
- Include an historic walking tour brochure.
- Use a photograph of an attractive block or building on the packet cover or as a graphic on one of the sections.

## EXAMPLES OF INFORMATION ON LOCAL AMENITIES

### WOOSTER FACTS



**ACCOMMODATION:** There are six hotels and motels with two hundred sixty rooms in the Wooster area.

**AGRICULTURE:** Rich agricultural lands surround Wooster. Cash receipts from dairy products, cattle and calves in Wayne County are the highest in the state. Wayne County ranks first in Ohio in the production of hay and oats.

**ARTS AND CULTURE:** The Wayne Center for the Arts, located in downtown Wooster, sponsors recitals, art shows and classes in a variety of art forms. Community theatre productions are held in the downtown Gateway Inn. The College of Wooster invites the public to its lectures, plays and choral, vocal and symphony concerts, including an annual appearance of the renowned Cleveland Orchestra. The College is the home of the Ohio Light Opera Company whose summer productions attract people from miles away.

**CHURCHES:** Forty-seven churches representing the Protestant, Catholic and Jewish faiths are located here.

**EDUCATION:** The Wooster City School system includes eight elementary schools, one middle school, one high school, one parochial school, a County Career Center (vocational school) and Boys' Village (a facility for boys with special needs).

**FINANCIAL INSTITUTIONS:** Seven financial institutions have their offices in downtown Wooster.

**GOVERNMENT:** Wooster's Charter set up a Mayor/Council form of government. The Fire Division also provides emergency medical services. Additional police protection with special foot patrol officers is visible during the Christmas shopping season. Wooster's streets are well maintained throughout the year.

**COMMUNICATIONS:** The Wooster Daily Record is the major newspaper. One AM and one FM radio station and the College of Wooster's FM station broadcast in the area. Cable television is available from a local station which offers 33 channels and some local programming. Telephone service is through United Telephone Company of Ohio. Western Union service is available.

**TAXES:** Wooster has one of the lower income tax rates in Ohio — 1%. Compared with 100 major school districts in 1988, the Wooster City School District is taxed at a rate of 61.25 mills slightly below the average of 67.33 mills.

### Historical Facts



Viroqua (Vi-row-ka), Wisconsin - center for commerce, industry, government, education and entertainment in Vernon County is one of the most beautiful as well as having some of the most fertile land in the State of Wisconsin. An area of picturesque hills and valleys and forest crested ridges located in the driftless, unglaciated area of southwestern Wisconsin.

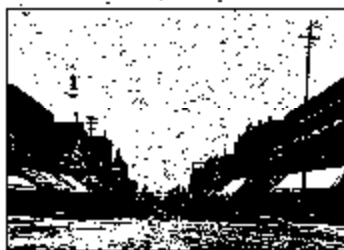
In 1846 Moses Decker, a lone prospector traveling through territorial Wisconsin, came upon this place of beauty and marked the spot with the building of the first log cabin on the location now known as Viroqua. In 1850 the site was surveyed and plotted and the village of Farwell named in honor of Governor Farwell, was born. In 1854 the name was changed to Viroqua.

In 1850, Moses Decker was aided by the settlers in erecting a gathering place. It was to serve as school house, court house, church and recreation center. It was in this building that the Circuit Court was first held in 1851.

In 1852, Viroqua was designated as the county seat because of its strategic geographical position. Three years later, Viroqua grew from three log houses to sixty houses and 350 inhabitants.

#### Viroqua Firsts:

Bank (1856), newspaper, The Western Times (1856), post office (1852), library (1866) and rail service (1879). The tragedy of 1865 best describes the spirit of Viroqua. In that year, a tornado nearly wiped out the village. The village was rebuilt and in the spring of 1866 was incorporated, holding the first council meeting June 1, less than a year after the tornado visitation.



Viroqua Main Street, Looking North 1898

Sources:  
(top) Main Street  
Wooster, Inc.,  
Wooster, Ohio;  
(bottom) Viroqua  
Revitalization,  
Viroqua, Wis.

## **BUILDING PROFILES**

Communities often include a place in the packet that can be customized to show specific "opportunities" such as a recently renovated structure that is now ready to lease, or a property for sale. A two sided fact sheet could include a photograph of the building facade and a listing of pertinent information: address; current owner or sales agent; assessed value or asking price; dimensions of the property and building; significant features that will make the property attractive to the prospect; number of floors, entrances or parking spaces; current tax payments; and any other feature that would make ownership or rental of the building attractive--eligibility for the 20% federal rehabilitation tax credit, for example.

### ***Information to Include:***

The team might consider including the following types of information:

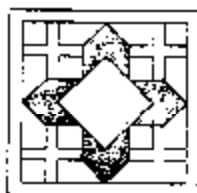
- A fact sheet about a major downtown redevelopment project
- Information on a specific buildings or vacancie
- A list of realtors

### ***Format Options:***

- Develop an information sheet for vacant properties including a photograph and building information as described above, only highlighting few properties.
- Create a brief list of current vacancies, or buildings for sale, updated regularly.
- Print a blank sheet with a title such as "Specific Opportunities" that can have information xeroxed onto it as necessary.

## READY FOR BUSINESS

### Main Street Oskaloosa Commercial Development Opportunities



**FOR LEASE**



- ★ Three floors available for retail specialty shops
- ★ Ground floor consists of six spaces; Lower level and second floor will be divided to meet the needs of each retailer.
- ★ Spaces range from 400 sq. ft. to 4400 sq. ft.
- ★ Rent: \$250-\$1000/month  
All utilities furnished
- ★ Excellent retail location
- ★ Located in historic district
- ★ Building has working elevator

121 High Ave. E.  
"Ole Towne Square"

*Source: Main Street Oskaloosa, Oskaloosa, Iowa*

## **AND LASTLY, A PERSONAL MESSAGE**

### ***The Sales Pitch***

Sometimes even after all of the data and information is gathered, the sales pitch for locating in the business district still hasn't been made. Many packets include a piece that specifically asks the reader to "come and check us out" or summarizes the reasons why the district is a great place to do business.

Some ideas for a sales piece include:

- A list of reasons why downtown is the place to be
- Newspaper or magazine articles extolling the virtues of the business district
- Quotes and testimonials from business owners
- A list of 10 good reasons to locate in downtown
- A message from the mayor, city council or downtown association president

### ***The Personal Contact***

It is important to take the time to seek out *specific* investors and communicate directly with them. Personalizing the cover letter is one way to show that your organization has handpicked that business for consideration. A business card gives the reader a *contact*, someone who is responsible for follow-up. In general, the person who signs the letter should be the same person whose business card is enclosed, if the letter is signed by the director of the organization and the business card is from an associate, then the letter should state that the recruit will receive a follow up call from the associate in the near future.

#### **Information to Include**

- A message geared directly to the businesses: include tailored demographic information, market trends, business assistance and incentive programs as well as other available amenities.
- Business card from the program director or person heading up recruiting team.

#### **Format**

- Cover letter in front of materials
- Business card inserted in slot in folder flaps

## EXAMPLE OF A COVER LETTER



### Sparta Main Street, Inc.

P.O. Box 232 • Sparta, Wisconsin 54656-0232 • (608) 269-4080

Dear Retailer:

The citizens of Sparta and the surrounding area appreciate your time in reviewing this package and considering Sparta for your retail location.

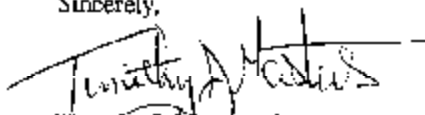
As you examine the enclosed materials you will learn a great deal about the facts and figures of our community. We believe that Sparta has much of which to be proud. Because of our extensive market analysis, we also believe that your business will increase the vitality of our "Main Street".

This package includes information on our transportation system, labor force and school systems. However, what is really important are the people who call Sparta home. They continue to represent a determined community spirit, focusing upon the long-term, economic viability of Sparta.

The center of the Sparta business community is the downtown area. Local area residents and visitors are drawn to downtown because it is the center of City and County government, medical facilities, financial institutions and the post office. The Sparta Main Street Program has energized our downtown business district and has solidified its importance to area shoppers. We believe from our research that your type of business would be profitable and would further enhance our "Main Street".

Thank you for taking the time to consider Sparta. Please remember that the Sparta Main Street is here to assist you in any way possible.

Sincerely,

  
Timothy J. Masters, Chairman  
Economic Restructuring Committee

*Source: Sparta Main Street, Sparta, Wisconsin*



## II. GRAPHICS AND FORMAT OF A BUSINESS RECRUITMENT PACKET

### *Graphics*

Contents and visual appeal go hand in hand. No matter how snappy the graphics, a business recruitment package won't attract investors unless it has accurate, appealing information inside. Conversely, if a package is not inviting to look at, the information it contains won't convince the recruit to respond. To be effective, a recruitment package must have graphics that are:

- **Bold.** The recruitment package should express the confidence and assertiveness of the organization. Its graphic image should define that confidence. Fussy, fine-line drawings or the use of many images will confuse the reader and obscure the reason for the piece--to get people interested in your district.
- **Clean.** Again, clutter robs a package of vitality. The graphics should be sharp and crisply defined on the page; freehand and free-line drawings are rarely clean enough for a recruitment package.
- **Representative of the district.** It is fatal to exaggerate the visual appeal of the commercial district if you cannot deliver that appeal when the recruit comes to town. *Err on the side of understatement.*
- **Compatible with the downtown or business organization's logo.** Too often, people believe that every document emanating from an organization must look the same. Not true! Diversity expresses the creativity of the organization. Do not feel compelled to use the corporate logo as the cover design for the recruitment package. Instead, strive for some *continuity* between the logo and the design selected for the package.

Continuity can be achieved through the use of color, typeface, artistic style, paper stock, slogan...almost anything. Be certain, however, to retain that continuity: While every piece doesn't have to have a "cookie cutter" look, the reader should be able to tell at a glance that a variety of materials were produced by the same top-notch organization.

- **Be used throughout the package.** The cover is only the beginning. The rest of the package--the inserted pages, maps, brochures, even the mailing envelope--should reinforce the graphic theme. That requires a graphic design flexible enough to be modified for all of these purposes.
- **Professionally designed.** Your project's graphic image deserves investment in a competent graphic designer. Cutting corners to save dollars at this stage will convey only one message to your prospect--that your organization is not professional enough to deliver a high-quality product.

Quality does not have to cost a king's ransom; if you work in *partnership* with the designer, your costs will be minimized and the product will better reflect the goal of the organization. Too often we pay designers to think for us as well as to create a specific image. It is our job to bring an image ideal to the designer, who then shapes it into a graphic design that fits the organization's needs.

## ***Format***

In terms of creativity, the sky's the limit for the format of the recruitment package. On the other hand, creativity must be tempered by the realities of the business world. Certain guidelines should be considered.

- **Size.** 8 1/2" x 11" are the standard dimensions for a business letter. While that size may seem boring, it is universally recognized by the business reader. Odd sizes and shapes may capture immediate attention, but such packages frequently annoy the reader because they cannot be easily filed, stored or retrieved. 9" x 12" mailing envelopes should be coordinated to match the package.
- **Color.** High quality can be attained by selecting rich, neutral or vivid colors; for instance, in the green family, hunter or forest green are appropriate, while lime and chartreuse are not. Restrained use of second and third colors will also give the appearance of quality. Also, the greater the number of colors used, the more expensive the print process. Consider a colored paper stock and a one- or two-color choice. Text copy should always be printed in black or another dark color; red, blue, orange and all pastel shades are definitely taboo.
- **Single-fold, two-pocket cover.** Again, simplicity yields elegance and quality. A cover with a center fold and two facing pockets on the inside absorb a significant amount of information at a single glance. It also allows the reader to reorganize the information in a fashion that is best for them. All information pages should be looseleaf.
- **Ladder cut or sequentially cut information pages.** When the folder is open, the reader should be able to scan the page headings of every offering in the package. Ladder or sequential cutting also gives the interior of the package additional graphic interest.
- **Business card slot.** It is a simple process to have diagonal slots for a business card cut into the interior pocket. The business card is more visible and is less likely to be lost or discarded.
- **Mailing envelope.** The mailing envelope is often overlooked as a design element of the package. It should display the graphic image used on the folder--or the corporate logo--in the return address area. The envelope should be of the same paper stock and color and employ the same typeface and ink as the rest of the package.

## ***Some Helpful Hints***

The production of the business recruitment package can make or break its effectiveness. After the information has been gathered, the format set and a smashing graphic design created, then it's time to consider the following:

- **Don't scrimp on the important things.** Spend the money on the elements that produce *quality*. If you can't afford an expensive element, leave it out or find a simpler alternative. Paying for good graphics, high-quality paper, photographs and reproduction, typesetting and printing are all sound investments

- **There are ways to save money.** With a little forethought, the costs of the business recruitment package can be minimized. The use of high-quality word processing or desktop publishing systems can give you typesetting and printing of nearly professional quality for a good deal less money. Using a word processing system will also enable you to customize your package by personalizing letters and keeping demographic, market and property information up to date.

Another money-saving tip is to plan the production of all major publications so that they can be bid as a group. This method can save you money on the printing process and provide continuity of paper stock, color, ink and typeface described above. Look for alternatives to the more expensive papers or printing processes.

- **Build in flexibility.** Keeping the recruitment package as flexible as possible is another way to save on cost. First and foremost, don't bind the document, binding makes it difficult and expensive to change the information. To that end, refrain from having the body copy of the information sheets typeset; frequent changes in conditions in the district will either require you to reprint (and re-set) pages, or it will force you to work with out-of-date materials. Using a computer and a laser printer will give the package the desired flexibility and quality, while keeping the information current and production costs within budget.

## **SECTION 6: SOURCES OF INFORMATION**

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### **1990 CENSUS OF POPULATION AND HOUSING**

Taken every ten years by the U.S. Department of Commerce. 1990 Census data is available in a variety of formats, such as CD-ROM; tape; through the Census Bureau's on-line data service, CENDATA; on CompuServe and DIALOG; and, printed documents. You may be able to get Census data from city hall, local library, regional planning agency or a local college or university. The Census covers population factors such as numbers of people, age, sex and race; housing statistics such as number of units and cost; and economic characteristics such as income and occupation. The Census Bureau publishes useful reports such as Census ABC's: Applications in Business and Community. Contact: Customer Service, Bureau of the Census, Washington, D.C. 20233, (301) 763-4100 or on the World Wide Web, <http://www.census.gov/>

### **CENSUS OF RETAIL TRADE**

Published every five years in years ending in 2 and 7 by the Department of Commerce. The census covers all retail categories described in the SIC manual. Data are presented for areas from the U.S. as a whole down to municipalities of 2500 or more. It is one of seven economic censuses—retail, wholesale, service, transportation, manufactures, mineral and construction industries. The latest retail data is from 1992. Available same as above.

### **STANDARD INDUSTRIAL CLASSIFICATION (SIC) MANUAL**

Published by the Office of Management and Budget, available at U.S. Government Printing Offices. Lists SIC codes for all types of businesses. The Census of Retail Trade (CRT) reports sales information by SIC, and an abbreviated list of SIC numbers is also included in the CRT.

### **CONSUMER EXPENDITURE SURVEY**

Published by the U.S. Department of Labor, and available from the U.S. Government Printing Office. It documents the expenditures of consumer units, roughly equivalent to households, over a period of one year on many major items, and divides the data by geographic area, age group, and race and income of those surveyed.

In the survey are national averages and figures for specific metro areas. Note that the figure given for the closest metro area, while more accurately reflecting the spending pattern of your region than a national average, may still be too high for accurate use in a small rural community. To evaluate this, compare the income figures from the 1990 Census for that metro area with those of the local trade area. If the median household income for the local trade area is significantly lower than the metro area, the survey number may need to be adjusted downwards accordingly. Also, note that the survey does not cover the same items as the Census of Retail Trade.

## **CONSUMER PRICE INDEX**

The CPI is published by the Bureau of Labor Statistics and is available for states and metro regions from most libraries. The CPI for the U.S. in 1982-84 was 100, and for 1987 was 114.9, a ratio of 1.149 to one. Therefore, if the retail sales figures in the trade area did not increase between 1982 and 1987 by at least a factor of 1.149 or 14.9%, sales did not keep pace with inflation. Use the CPI for the metropolitan area closest to your community.

## **DOLLARS AND CENTS OF SHOPPING CENTERS**

Published by the Urban Land Institute, 625 Indiana Avenue, NW, Washington, DC, 20004-2930, (202) 624-7000. This publication reports on typical sales by businesses in neighborhood, community, regional or super-regional shopping centers. The data shows rent and sales per square foot of gross leasable area, property taxes, insurance and common area charges, and retail mix in each type of center.

## **SMALL BUSINESS SOURCEBOOK**

Charity Anne Dorgan, editor, Gale Research, Inc. (Book Tower, Detroit, Michigan 48226.) Organized by type of business (e.g., clothing stores, deli, shoe store,) this publication lists resources to aid in establishing, expanding and maintaining a business. Categories include start-up information, primary associations, education programs, trade periodicals, trade shows and conventions and franchises. Available through local libraries.

## **PRIVATE DATA SOURCES**

Many companies publish updates of retail data between censuses. American Demographics magazine (127 W. State Street, Ithaca, New York, 14850, 1-800-828-1133) publishes lists of a wide variety of consumer data sources. The Survey of Buying Power is published annually by Sales and Marketing Management magazine (633 Third Avenue, New York NY, 10017, (212) 986-4800). Also, check with local banks and utilities for data and recommendations.

## **SECTION 7: EXTRA FORMS**

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## MARKET POSITION STATEMENT

To develop an effective program to retain and expand existing businesses and to recruit new businesses, the business development team needs to develop a *Market Position Statement*. The statement must be based on a thorough knowledge of market opportunities, and should characterize

- the type of retail mix
- the shopping environment and
- indicate the target customer market.

The market position statement distinguishes the downtown shopping district from surrounding shopping opportunities.

Below are three examples of market position statements. Note that for each, the list of potential businesses to recruit and the marketing plan would be quite different.

- Centerville is the market and service center for a three county region, containing government, health, cultural and education facilities. Downtown serves this trade area with a wide range of shopping opportunities for residents and visitors.
- Old Town is a delightful historic business district emphasizing specialty shopping in a quaint Victorian setting.
- Downtown Grapeville is located in the heart of the Vine County wine country. Downtown offers an outstanding mix of services and restaurants in a traditional small town setting.

### *To Do:*

Develop a market position statement for the business district and five market facts in support of the statement. This statement can be used in marketing material such as the business directory, a recruitment packet and in an image advertising campaign.

### Market Position Statement:

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## IDENTIFYING COMPLEMENTARY BUSINESSES

A business recruitment and expansion program should draw upon the economic strengths of the downtown business district. For example, if there is a successful women's clothing store, there may be opportunities for shoes, jewelry, beauty supplies, hats, and accessories; or if there is a movie theater that attracts crowds at night there may be an opportunity for a coffee and dessert spot.

### *To Do:*

Identify existing businesses that have a strong customer base. Develop a list of potential business opportunities that would complement the goods offered in existing stores. Interview business owners and brainstorm opportunities.

Existing Downtown Business: \_\_\_\_\_

Complementary Business Opportunities:

_____	_____
_____	_____
_____	_____

Existing Downtown Business: \_\_\_\_\_

Complementary Business Opportunities:

_____	_____
_____	_____
_____	_____



**Existing Downtown Business:** \_\_\_\_\_

**Complementary Business Opportunities:**

_____	_____
_____	_____
_____	_____

**Existing Downtown Business:** \_\_\_\_\_

**Complementary Business Opportunities:**

_____	_____
_____	_____
_____	_____

**Existing Downtown Business:** \_\_\_\_\_

**Complementary Business Opportunities:**

_____	_____
_____	_____
_____	_____

**Existing Downtown Business:** \_\_\_\_\_

**Complementary Business Opportunities:**

_____	_____
_____	_____
_____	_____

## STRENGTHENING BUSINESS CLUSTERS

Strengthening existing business clusters through recruitment or expansion helps every business in the cluster. Knowing the current mix of businesses and cluster patterns will also help the team guide new businesses to the optimal downtown location. Clustering businesses that share customers or have complementary goods, such as clothes and shoes, strengthens downtown's perception in the trade area as a "shopping center."

### *To Do:*

On the chart below identify the business clusters in the business district, list the businesses in each cluster and brainstorm additional business opportunities that would complement this cluster.

Business Cluster Type: \_\_\_\_\_

List of Businesses Currently in the Cluster:

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Business Opportunities to Complement this Cluster:

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**Business Cluster Type:** \_\_\_\_\_

**List of Businesses Currently in the Cluster:**

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**Business Opportunities to Complement this Cluster:**

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**Business Cluster Type:** \_\_\_\_\_

**List of Businesses Currently in the Cluster:**

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**Business Opportunities to Complement this Cluster:**

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## DEFINING OPPORTUNITIES FOR TARGET CUSTOMER GROUPS

Business opportunities can be discovered by identifying the types of customers who are or could be shopping at downtown businesses, and brainstorming opportunities for businesses and products to more fully serve these shoppers. The customers who use downtown can be grouped according to their demographic profile, or by the activity that brings them downtown.

Examples of target customer groups are students, people at the courthouse, persons living in the elderly housing complex, people about to get married, teenagers, mothers with young children, lawyers, visitors to the museum, downtown office workers, university staff, theater go-ers or tourists.

### *To Do:*

Identify current and potential target markets. Consult local business owners, the results of customer surveys, Chamber of Commerce staff and the Visitor's bureau for ideas. Choose customer groups that downtown should capture or could increase sales to. List the downtown businesses that currently serve the target market customer, look for gaps and brainstorm additional opportunities.

Target Customer Group: \_\_\_\_\_

What businesses in the downtown currently serve this target customer?

_____	_____
_____	_____
_____	_____

Additional business opportunities for this target market:

_____	_____
_____	_____
_____	_____

**Target Customer Group:** \_\_\_\_\_

**What businesses in the downtown currently serve this target customer?**

_____	_____
_____	_____
_____	_____

**Additional business opportunities for this target market:**

_____	_____
_____	_____
_____	_____

**Target Customer Group:** \_\_\_\_\_

**What businesses in the downtown currently serve this target customer?**

_____	_____
_____	_____
_____	_____

**Additional business opportunities for this target market:**

_____	_____
_____	_____
_____	_____

**Target Customer Group:** \_\_\_\_\_

**What businesses in the downtown currently serve this target customer?**

_____	_____
_____	_____
_____	_____

**Additional business opportunities for this target market:**

_____	_____
_____	_____
_____	_____

## SUMMARY OF BUSINESS OPPORTUNITIES CHART

The greater the number of market conditions a business opportunity meets, the greater the chance that this is a good avenue to investigate.

### *To Do*

Across the top of the form, list the business opportunities discovered by team in the previous exercises. Then, put a check in each square that corresponds to the exercise where the opportunity was identified.

### Business Opportunities

	#1	#2	#3	#4
Appropriate Available Space				
Complements Existing Business				
Serves Target Customer Group				
Fills Gap in the Business Mix				
Complements Existing Business Cluster				
Identified in Customer Survey				
Identified in Business Survey				
Gap Identified in Leakage Analysis				
Fits With Market Position Statement				

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Identified in Business Survey				
Gap Identified in Leakage Analysis				
Fits With Market Position Statement				

## BUSINESS MIX AND POTENTIAL CUSTOMERS

The chances for success for a new line of products or a new business will be increased if there is already a cluster of complementary businesses and customer groups to support the proposed business opportunity. If neither of these criteria can be met, the team will have a difficult time substantiating this opportunity and recruiting this business, and the entrepreneur will have to market the business very hard to attract a clientele.

### *To Do*

List the complementary businesses and existing customer groups to support the business opportunity.

Business Opportunity: \_\_\_\_\_

Existing Complementary Businesses for this Business Opportunity:

_____	_____
_____	_____
_____	_____

Existing Target Customer Groups that Could Support this Business

_____	_____
_____	_____
_____	_____

Estimated # of Potential Customers: \_\_\_\_\_

Business Opportunity: \_\_\_\_\_

Existing Complementary Businesses for this Business Opportunity:

_____	_____
_____	_____
_____	_____

Existing Target Customer Groups that Could Support this Business:

_____	_____
_____	_____
_____	_____

Estimated # of Potential Customers: \_\_\_\_\_



**Business Opportunity:** \_\_\_\_\_

**Existing Complementary Businesses for this Business Opportunity:**

_____	_____
_____	_____
_____	_____

**Existing Target Customer Groups that Could Support this Business:**

_____	_____
_____	_____
_____	_____

**Estimated # of Potential Customers:** \_\_\_\_\_

**Business Opportunity:** \_\_\_\_\_

**Existing Complementary Businesses for this Business Opportunity:**

_____	_____
_____	_____
_____	_____

**Existing Target Customer Groups that Could Support this Business:**

_____	_____
_____	_____
_____	_____

**Estimated # of Potential Customers:** \_\_\_\_\_

## TESTING PRODUCT DEMAND

This estimate of the potential product sales in the trade area is a quick way to judge if a business opportunity is realistic for the business district. Potential sources of data are shown in parenthesis in the example below and explained in the "Sources" section of the workbook. This calculation forms Step 1 of the "Comparing Potential Sales to Existing Sales" calculation on the next page.

### *To Do*

Fill in the form below. To estimate potential sales, multiply the number of potential customers for the potential business times the estimated amount of money a typical household spends on these items. The key is to determine if the estimated sales demand is enough to support a new business or an expansion into a new product line.

*Business Type or  
Product Category:* \_\_\_\_\_

*Trade Area:* \_\_\_\_\_

1. Estimate the number of households in the  
trade area who might buy this product: \_\_\_\_\_  
*Source: 1990 Census of Population, other special surveys*

2. Multiply *times* the typical annual expenditures  
per household for this product: X \_\_\_\_\_  
*Source: Consumer Expenditure Survey, business trade associations*

3. This *equals* estimated sales  
demand for the trade area: = \_\_\_\_\_

*Is this demand sufficient to support a new business?*

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trade area who might buy this product: \_\_\_\_\_

*Source: 1990 Census of Population, other special surveys*

2. Multiply *times* the typical annual expenditures  
per household for this product: X \_\_\_\_\_

*Source: Consumer Expenditure Survey, business trade associations*

3. This *equals* estimated sales  
demand for the trade area: = \_\_\_\_\_

*Is this demand sufficient to support a new business?*

## COMPARING POTENTIAL SALES TO EXISTING SALES

This form takes the estimated product demand (calculated on the previous page) and compares it to an estimate of what local businesses are selling - estimated sales. Note that these are estimates, but they can provide clues to the potential viability of a new business. Sources of information are explained in the *Sources* section of this document.

### ***To Do***

Fill in the form below. The team will need to discuss and research whether the estimated unmet demand shown as the final result in Step 3 equals a potential business opportunity. If so, is this opportunity large enough to equal a new business or is it an expansion opportunity? The team could contact their Small Business Development Center, business trade association or other business owners for information.

***Product Category:*** \_\_\_\_\_

***Trade Area:*** \_\_\_\_\_

***Step 1:***    a) Enter the total number of households: \_\_\_\_\_  
*Source: 1990 Census of Population or local sources*

              b) Multiply times the typical expenditures  
                    per household for this type of goods:    X \_\_\_\_\_  
*Source: Consumer Expenditure Survey, business trade  
                    associations, local Small Business Center*

              c) This equals the estimated sales demand  
                    for the trade area for this product:    = \_\_\_\_\_

***Step 2:***        a) Enter the existing square footage  
                    of this business type in trade area:    \_\_\_\_\_  
*Local Estimate*

                    b) Multiply times the average sales per  
                    square foot for business in this category:    X \_\_\_\_\_  
*Source: The Dollars and Cents of Shopping Centers,  
                    trade associations, local sources*

c) This equals the estimated existing  
sales in trade area for this product:

= \_\_\_\_\_

**Step 3:** a) Enter the estimated sales *demand* in the  
trade area:

\_\_\_\_\_

*Results of Step 1*

b) Subtract the estimated existing *sales* for  
the trade area :

= \_\_\_\_\_

*Results of Step 2*

c) This equals the estimated unmet demand  
in the trade area for this product

= \_\_\_\_\_

*Is there enough unmet demand to make this a viable opportunity?*

## EVALUATING SALES PER DAY

Calculating the number of sales required per day can be a reality check for business opportunities, especially when compared to local pedestrian counts, current customers in the marketplace and the financial obligations of starting a new business. This quick form is only intended as a starting point for discussion of the business volume needed to support this business opportunity.

### To Do

Fill in the form below. The Team may have to consult owners of similar businesses, their Small Business Center or make an educated guess where information is not available.

*Business Type:* \_\_\_\_\_

#### Step 1: Estimating Necessary Sales per Day:

- a) Enter the typical annual gross sales  
for this type of business: = \_\_\_\_\_  
*From a trade association, interviews with other similar businesses,  
or The Dollars and Cents of Shopping Centers*
- b) Divide by the amount of the average sales ticket: = \_\_\_\_\_  
*Trade association, interviews with other  
similar businesses or local estimate*
- c) This equals the necessary sales per year  
to make the annual gross sales total: = \_\_\_\_\_
- d) Divide by the number of days that this  
business would be open per year: ÷ \_\_\_\_\_  
*Local estimate*
- e) This equals the necessary sales per day  
to make the annual gross sales total: = \_\_\_\_\_

*Key Question: Is this figure realistic for the business district?*

**Step 2: Estimating Potential Gross Sales:**

- a) Enter the estimated sales per day for this item : \_\_\_\_\_  
*Local estimate*
- b) Multiply by the number of days that this  
business would be open per year: X \_\_\_\_\_  
*Local estimate*
- c) This equals the estimated number  
of sales per year: = \_\_\_\_\_
- d) Multiply by the amount of an average sales ticket: X \_\_\_\_\_  
*Trade association, interviews with  
other similar businesses or local estimate*
- e) This equals the estimated total gross  
sales for this business: = \_\_\_\_\_

*Key Question: Does this figure indicate a business opportunity?*

## EVALUATING OCCUPANCY COSTS

For a business owner, rent expenses should be in proportion to gross sales. These ratios differ from business to business. Check with a business trade association or see the *Small Business Sourcebook* in Sources for information. Property owners may not realize what appropriate rent rates are for local economic conditions. If rents are too high in proportion to potential sales, the local Team may need to work with property owners on flexible rent structures such as a percent of sales rent, or a rate structure that increases as a business's sales increase, or explore other ways to reduce start up costs.

### To Do

Fill in the form below. Sources are listed in the back of the workbook.

**Business Type:** \_\_\_\_\_

#### Step 1:

a) Estimate the total annual lease cost: \_\_\_\_\_  
*Source: From local property owners.*

b) Divide by the % of gross sales that the Owner  
should pay in rent:  $\div$  \_\_\_\_\_  
*Trade associations or interviews with businesses*

c) This equals the necessary annual gross sales to  
support this rent level: = \_\_\_\_\_

#### Step 2:

a) Divide by the average sales ticket for this  
type of business:  $\div$  \_\_\_\_\_  
*Trade associations or interviews with businesses*

b) This equals the number of cash register sales  
necessary per year to achieve the estimated annual gross sales = \_\_\_\_\_

c) Divide by the number of days open per year:  $\div$  \_\_\_\_\_  
*Local estimate*

d) This equals the number of necessary sales per  
day to achieve the estimated annual gross  
sales appropriate to the initial rent  
charged per square foot: = \_\_\_\_\_

*Key Question: Is the rent to sales ratio realistic?*



## EVALUATING THE COMPETITION

The team will need to evaluate the trade area competition for business opportunities. This chart will help to identify market niches and marketing opportunities for a new business or a business expansion.

### *To Do*

Fill in the chart below and evaluate the strengths and weaknesses of the competition in the trade area for the potential business opportunity. Fill in the names of competitors and rank their services as "1" - performs excellent in this category, "2" average performance, or "3" - performs poorly or doesn't provide this service.

*Business Opportunity:* \_\_\_\_\_

	Competitor #1	Competitor #2	Competitor #3	Don't Know
Selection of goods	_____	_____	_____	_____
Price	_____	_____	_____	_____
Quality of goods	_____	_____	_____	_____
Offers repair/service	_____	_____	_____	_____
Reputation	_____	_____	_____	_____
Quality of service	_____	_____	_____	_____
Trained staff	_____	_____	_____	_____
Location	_____	_____	_____	_____
Easy to get to/find	_____	_____	_____	_____
Exterior appearance	_____	_____	_____	_____
Interior appearance	_____	_____	_____	_____
Stability of business	_____	_____	_____	_____
Advertising	_____	_____	_____	_____

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Price	_____	_____	_____	_____
Quality of goods	_____	_____	_____	_____
Offers repair/service	_____	_____	_____	_____
Reputation	_____	_____	_____	_____
Quality of service	_____	_____	_____	_____
Trained staff	_____	_____	_____	_____
Location	_____	_____	_____	_____
Easy to get to/find	_____	_____	_____	_____
Exterior appearance	_____	_____	_____	_____
Interior appearance	_____	_____	_____	_____
Stability of business	_____	_____	_____	_____
Advertising	_____	_____	_____	_____

## BUSINESS PROSPECT EVALUATION FORM

Use the chart below to evaluate the strengths and weaknesses of the potential business recruit.  
Rank the business services as "1" - performs excellent in this category, "2" average performance,  
"3" - performs poorly or doesn't provide this service.

Name of Business \_\_\_\_\_

Address \_\_\_\_\_

Contact Person \_\_\_\_\_

Title \_\_\_\_\_

Telephone \_\_\_\_\_

	Excellent	OK	Poor
Selection of goods	_____	_____	_____
Price	_____	_____	_____
Quality of goods	_____	_____	_____
Offers repair/service	_____	_____	_____
Reputation	_____	_____	_____
Quality of service	_____	_____	_____
Trained staff	_____	_____	_____
Location	_____	_____	_____
Easy to get to/find	_____	_____	_____
Exterior appearance	_____	_____	_____
Interior appearance	_____	_____	_____
Stability of business	_____	_____	_____
Advertising	_____	_____	_____
TOTAL SCORE:	_____	_____	_____

date \_\_\_\_\_

evaluated by \_\_\_\_\_